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DRAFT 1/8/48 K.F.P.

MEMORANDUM FOR Mr. Ralph Block (State).
[redacted] (CIA).
Col. W. McNamee (Army).
Major W. Gray, (Air Force).

Subject: Notes on Organization and Planning.

1. Upon reading Dr. Stuart Dodd's text, Systematic Social Science I have jotted down certain excerpts, some freely pharaphrased, which may be of interest to you and which you may find to be relevant to matters in the areas of interest of the Sub Committee.

GENERAL PROCEDURES The general procedures toward effective planning include:

a. Defining a problem - - locating or delimiting the field to be studied;

b. Observing the facts - - collecting the relevant data;

c. Generalizing the facts - - inducing principles;

d. Systematizing principles - - relating them consistently together;

e. Verifying the above - - deducing applications.

A PSYCHOLOGICAL WARFARE ORGANIZATION

Planning goals stated functionally:

a. To create offices, titles, specialists, authorities, etc.

b. To create a group of interested participants and a supporting group

c. To create allocation of funds, budgets, buildings, equipment, etc.

d. To create standards, regulations, orders, laws, etc.

e. To create customary ways of interacting and functioning, standardized procedures, etc.

f. To create attitudes expecting and desiring all of the above and

g. To create higher-valued values in the performances of the organization

PSYCHOLOGICAL WARFARE ORGANIZATION PLANNING

GOALS

A plan always involves goals to be achieved, scheduled, and the specific amounts of listed ideals to be achieved.

Implementation There must be means to achieve the ends. Providing these means produces implementation.

Recording The facts of initial status and of interim and final changes must be recorded suitably for use and reference.

Districting

The region covered by a plan and its sub districting is essential to delimiting space.

OSD & DOS review(s) completed.

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Programming

The agenda of steps to be taken, qualitatively itemized and with their quantities and correlationships specified are essential to achieving the goals.

Scheduling

The time table of these steps should be specified if the plan is to be an exact one, estimating the required forces, etc.

Staffing

The personnel, whether individuals, groups, etc. involved in activities, etc. must be specified.

Financing

The budget must be planned.

Popularizing

The participating parties must become keenly interested in making the plan a success. Tensions must be raised until they cause the activity planned. This may involve propaganda in many persuasive forms to stimulate participating parties and supporters to achieve the plan. They must feel it is their own plan not simply "just another plan".

Personnel

Four groups of participants include:

a. The promoting agency.

b. The research agency.

c. The planning agency.

d. The administration agency.

The research agency collects the facts (and intelligence) and prepares reports and keeps appropriate records.

The planning agency directs the plan at general headquarters.

The personnel of the planning agency should be the wisest, ablest, and most trusted leaders the group possesses. They receive the facts from the research agency and then decide on goals and implementation fixing the quantities including the time schedule to be achieved along the various ways of action. If they set too high goals the plan fails and the participants get discouraged. If they set too low goals personal resources are wasted and progress is slowed down. They must judge the margin of plan over past achievement so as to stimulate effort without

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overdoing it.

The administrative agency takes the plan as set by the planners and is responsible for carrying it out.

Note that agency a first tenses the group for its program.

agency b gets the truth in controversial issues or indeterminate situations.

agency c decides on the basis of planned action.

agency d puts these into action.

TYPICAL PARTS, ETC. OF AN ORGANIZATION FOR COMMUNIC PURPOSES.

Institution	Communic
Common name	Communication
Craft name	Speech Craft
Chief Sub-Institutions (not all standardized)	Language, publications press, radio, posts, Tel and tel, public speaking, etc.
Values suggested	Ideas
Attitudes (example)	Pleasure, interest, excitement, curiosity, etc.
Behavior of agents	Communicating or telling.
Behavior of clients	Listening or reading
Symbols	Pen, book, tongue, printing press, telephone receiver, microphone, typewriter, "little bird", etc.
Property	Buildings, presses, radio stations, tel and tel equipment, post offices, libraries, publications, etc.
Codes	Manuals to mass communication, curricula of Journalism, broadcasting, constitutions of press associations, etc.

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PROBLEM TREATMENT

Further to the priority programming and processing of problems fo solution by the Sub Committee it is suggested that the Tentative Breakdown of Planning Criteria draft 1/5/48 be considered by the Sub Committee. It appears to be of use as a check off list for problem treatment or combination with other selected factors to be of value in problem formulation.

If a perfected listing of factors, and sub factors could be consolidated bringing together the considerations and view points of the sub-committee in their interpretation of CWNSC 304/1/2 and /8 as well as their understanding of each other as a result of discussions in committee it might serve as a valuable tool in planning and in processing problems to permit significant factors to be taken into account on a systematic basis.

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TENTATIVE BREAKDOWN OF PLANNING CRITERIA

A: As to time

1. Armed truce.
2. Transition to de jure peace.
3. De jure peace.
4. "Surprise" war.
5. Threat of war.
6. War.
7.

B: As to geography

1. U.S. a zone of combat.
2. U.S. not a zone of combat.
   a. Combat zone outside North America.
3. Single front war.
4. Multiple front war.

C: As to organisational status

1. Present status.
   a. P.W. sub committee - NAMACC
   b. OIE - State Department
   c. CIA
   d. Military Departments - JCS
2. Transitional status.
3. P.W.O. established and operational.
4.

D: As to degrees of National Militarisation:

1. Universal Military training in operation.
2. Universal Military training not in operation.
3. "Normal" mobilization expected.
4. P.W.O. staffed principally by "civilians".
5. P.W.O. staffed by inductees under military type command structure.
6. P.W.O. staffed by mixed personnel, current civilian and military folkways apply.
7. P.W.O. nucleus staffed by trained reserves and selectees for specialist services.
8. Pre war partial mobilisation of "ready" reserves and "volunteers".
9.

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E: As to general character of operations to be supported:

1. Major operations by land warfare.
2. Major operations by sea warfare.
3. Major operations by air warfare.
4. Major operations by economic warfare.
5. Major operations by political warfare.
6. Major operations by special operations.
7. Major operations by morale operations.
8.

F: As to character of war.

1. Ideological (no shoot) war imposed on U.S.
2. U.S. on the offensive.
3. U.S. on the defensive.
4. Stalemate exists.
5.

G: As to basic relationship requirements, etc.

1. Provide for coordination at corresponding levels with related activities.
2. Provide integration with all other related forms and kinds of warfare.
3. Provide for authoritative control in all echelons.
4. Provide for unified command of psychological measures in the theater of operations.
5. Provide for compatibility with "censorship".
6. Use existing or established agencies to perform appropriate related functions.
7. Avoid unnecessary duplication of effort, competition for available resources, unnecessary overlap, etc.
8. Must fulfill requirements for joint and combined operations.
9. Provide for security of information, basis of availability: "need to know" and "not to aid and comfort of enemy".
10.

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